

ATW (Around the World) Tourism Company

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1 Strategy

1.1 Mission Statement

“To become the leading tourism company in Kingdom of Saudi Arabia by providing attractive, accessible and cost effective travel and accommodation facilities at national level to visitors from all over the world that come to our country.”

1.2 Vision Statement

“To provide state-of-the-art experience to travelers within their budget and become their first choice forever in KSA.”

1.3 Objectives

- Finalize business registration and legal processes by December, 2021
- Make contracts with transportation companies by February, 2022
- Hire guides for different locations around KSA by February, 2022
- Create visual ads and packages for different tourism spots by March, 2022
- To become operational by the end of March, 2022
- Obtain at least one batch of travelers for different spots around KSA by May, 2022
- Reach to break even sales by the end of December, 2022.

1.4 Performance Measurement Indicators

Table 1 Performance Measurement Indicators

Strategic Objective	Lead Measures	Lag Measures
Finalize business registration and legal processes by December, 2021	Increasing marketing efforts	Number of clients
Make contracts with transportation	Increasing social and digital media	Receiving customer calls and online

companies by February, 2022	marketing	visits on website
Hire guides for different locations around KSA by February, 2022	Research and make visits to different locations	Compare with existing locations
Create visual ads and packages for different tourism spots by March, 2022	Improving customer service	Customer satisfaction score through
To become operational by the end of March, 2022	Hire qualified service personnel	Repeat clients from database

1.5 Project Charter

1. PROJECT DETAIL

Project Name: TOURISM

Sponsor: Mr. Mohammed Yousef

2. PROJECT TEAM

	Name	Department	Activity Area	Role	Telephone/E-mail
Program/Project Manager:					
Management Team:					

3. KEY STAKEHOLDERS

Local Residents

Tourism developers

Competitors

Governments

Tourists

Activists

Media Persons

4. PROJECT SCOPE STATEMENT

Project Purpose

This project would include following aspects according to the changing needs and demands in the tourism sector:

- Redesign the model by creating innovative products
- To provide the tourists with new experience by adapting sustainable methods in business
- To uplift the livelihood of the tourists and the tourism sector
- Classify the tourists and treat them as per their demand.
- To emphasize more upon cultural tourism and provide a perception of cultural heritage.

High-level Objectives

The objective of this study is to analyze the critical points that suggests the importance of tourism:

- To identify the relation between tourism and the loopholes that can be managed through advancement in technology
- To identify the changing needs and demands of the tourists
- To make the tourists aware of the recent changes that are being held in the sector
- To identify the impact that tourism industry will make on the development of entrepreneurial skills

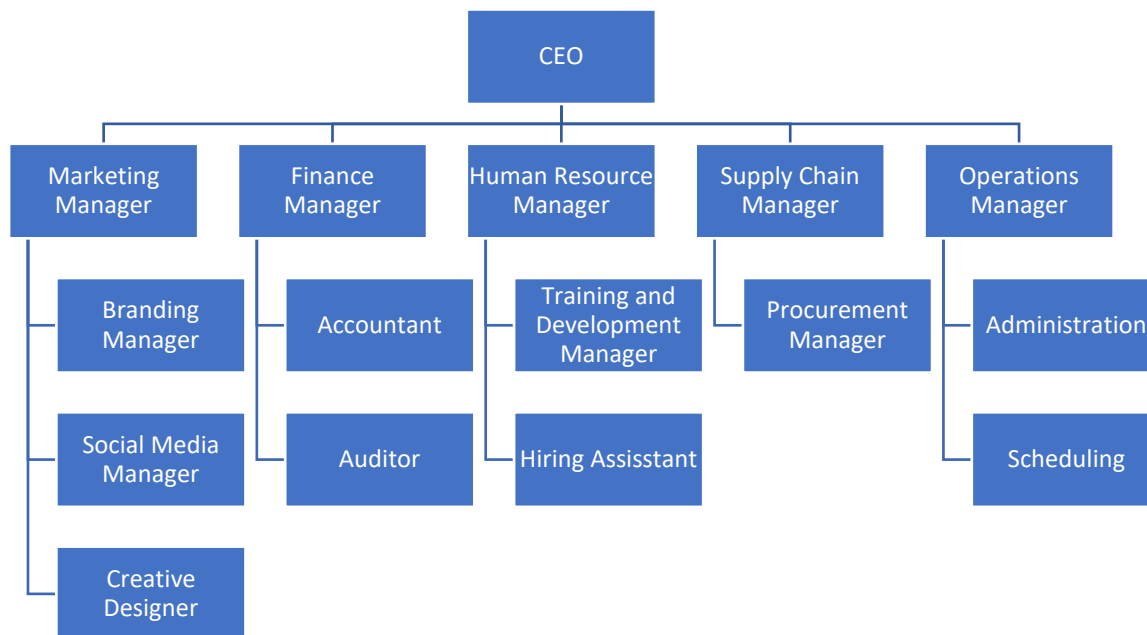
Key Deliverables

1. **ATTRACTION:** The Company would manage to attract the tourists by accommodating and vacillating them with attractive environment, historical festivals and quality food.
2. **ACCESSIBILITY:** The Company will be able to deliver good transport of quality infrastructure and high-end technology in the most cost effective manner. The travel mode can also be changed as per the choice of the customer.
3. **PRICES:** The pricing strategy would vary according to the travel destination, accommodation service. We will make sure to formulate the pricing strategy by analyzing the elements of the tourism product.

2 Governance, Structure and Process

2.1 Organizational Structure

Table 2 Organizational Structure



2.2 Basis of Adoption

The organizational structure for this company would be decentralized as it is a flat structure. There are several benefits of this structure as it gives the company more power to focus on customers and also enhances the employee retention. The employee morale is also higher within flat structured organizations because, each employee has an access to higher authorities who can solve their problems instantly. The decision-making is also faster as the file does not move through different layers of management and reduces the costs for the company as well as lower hierarchy's means less amount of money will be disbursed in terms of salaries and other expenses. It also increases employee productivity, clear communication and less feeling of dominance or supervision.

2.3 Supportive PMO

Tourism is a service industry and there is less need for tight control in the tourism segment as there could not be tightly controlled processes, procedures and documentation etc. There are a few interrelated sets of activities to get our job done and may not require much of the things from customers or the government. The first step would be to get either a call from customer or our salesmen should close a deal through online media platforms. For Saudi residents, their national identity card would be enough however, for visitors, a copy of their Visa and passport will be required and no additional documents will be required to process the things. Therefore, the need for PMO will only be required in lieu of the on-demand support and expertise.

3 Compliance, Standards & Regulations

Regulatory compliance refers to “an organization's conformity to applicable laws, rules, standards, and specifications. Regulatory violations frequently result in legal consequences, including federal penalties.”

3.1 Compliance Model

Compliance model is “a regulatory framework or model known as dualistic, where the regulator reacts to an entity's behaviour depending on whether the behaviour is seen as either right or wrong. This is also known as a black and white response, and is often used for strict liability offences in law.”

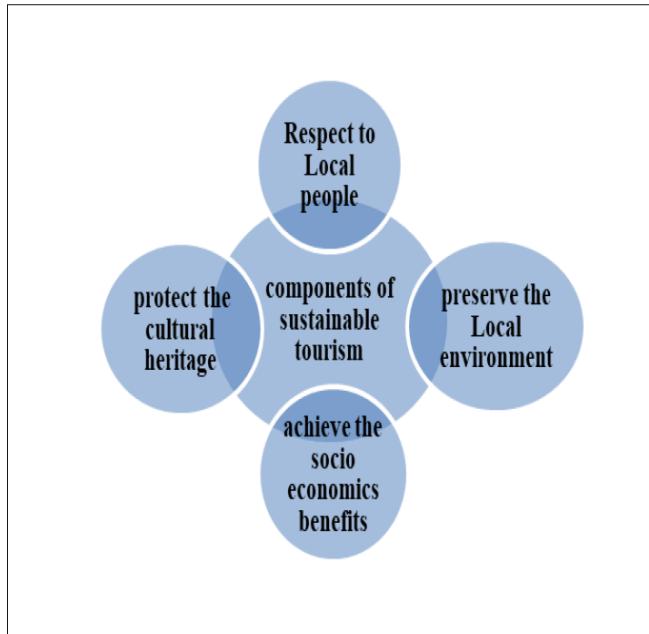


Figure 1 Compliance Model

3.2 Check List Model

Check list model is “The simplest method of project screening and selection is developing a checklist, or a list of criteria that pertain. To our choice of projects, and then applying them to different possible projects

Task	Deadline	Status	Notes
Hire Agents	10/11/21	In Process	Outgoing and effective communicators required
Partnership with Airlines	30/11/21	Preparing	Main option is middle east airlines
Partnership with Hotels	15/12/21	To be Started	Hotels with halal and Arabic food

4 Power & Interest

4.1 Stakeholder Registers

Project Name	Tourism	Date	
Project Number	021	Document Number	
Project Manager		Project Owner/Client	

Stakeholder Name	Title and Project Role	Contact Information	Notes
Ali	Project Sponsor	+219302039	
Nawaz	Project Lead	+129389392	
Danish	Hospitality Manager	+313892832	
Khalil	PMO	+320932093	
Abdullah	Subject Matter Expert -Logistics	+329032932	
Asim	Subject Matter Expert – People Management	+329320932	
Faraz	Head of Legal matters and travelling licences	+329320932	
Sarim	Subject Matter Expert – Marketing and Communications	+232393283	
Zeeshan	Traveling agent - Ticketing	+239823982	

Mohsin	Subject Matter Expert Heritage and Historical places	+209890904	
Kazi	Manager Interpreter and translators	+329320392	
Mobeen	Tour manager	+323029320	

4.2 Two Networks Interest and Influence:

Making an Importance versus Influence Matrix helps to map out stakeholders and their relation to the issue at stake in the MSP. “It generates insights on the importance and influence of each stakeholder. With this information, it becomes possible to develop a specific approach and strategy for the identified stakeholders. Importance: The priority given to satisfying the needs and interests of each stakeholder. Influence: The power a stakeholder has to facilitate or impede the achievement of an activity’s objective” and following a certain course on action.

4.3 Logical Diagrams

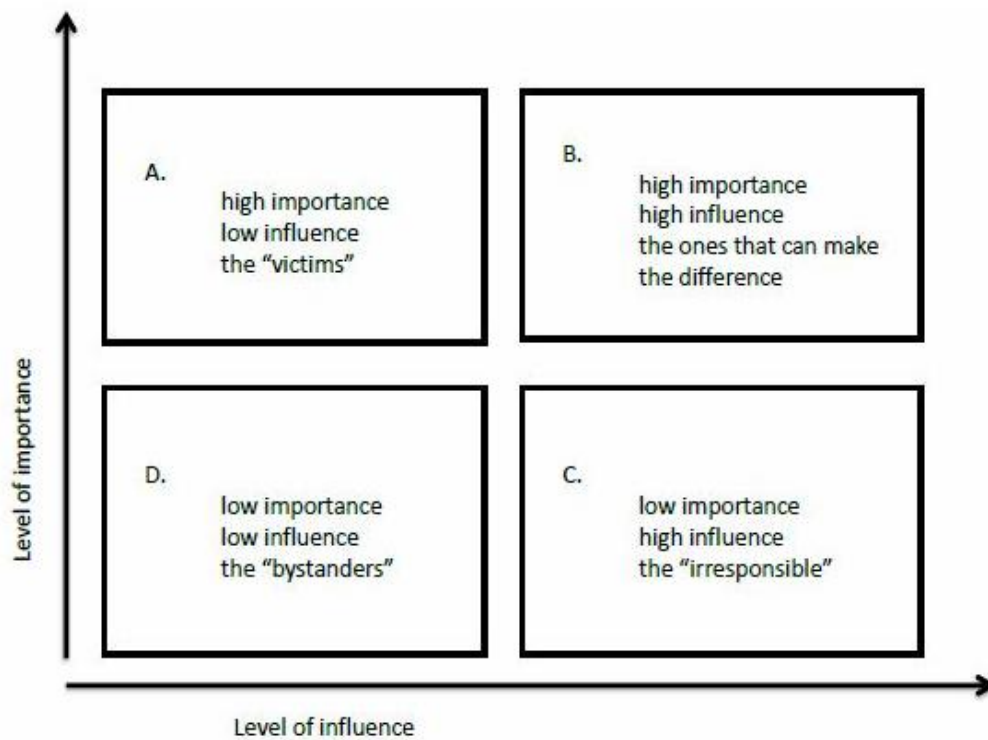


Figure 2 Stakeholder Register

Figure 3
Stakeholder
Register

STAKEHOLDER REGISTER							
Project Title: _____				Date Prepared: _____			
Name	Position	Role	Contact Information	Requirements	Expectations	Influence	Classification

Stakeholder Register						
Project Name:					Date:	
Stakeholder's Name	Role	Group (Internal/ External)	Type	Group	Influence/Inte rest	Address
Brian	Client	External	Positive	Sponsor	High-Power / High-Interest	New York

Figure 4 Stakeholder Register

5 Culture and Values

5.1 Culture of the Organization

Seeing that the culture of an organization describes the modus operandi of an organization and how it influences the actions and inactions of individuals of that organization, it is safe to say that the culture of ATW is innovation, excellence, expertise, strategic collaboration with industry leaders (where each person is a master at his skill), cross collaboration, authenticity, trend setting, attention to detail, flexibility, adaptability. These perceptions, values, beliefs, patterns, expectation, ideologies, attitudes, perceptions, and behaviors are both tangible and intangible and could have been invented, discovered or developed by the pioneers of the ATW Brand. Another important factor to consider is the fact that it is new members is indoctrinated to live and act in consonance with the culture at play in ATW as an organization.

ATW organizational “culture is a critical factor in the proceeding with achievement of the business. A company's organizational or corporate culture sets up and keeps up with the business theory, qualities, convictions, and related practices among representatives. This business examination case shows that ATW has a corporate culture that empowers HR to help different key destinations. For instance, the company's social characteristics are lined up with the drive for development, which is a central point that decides business seriousness in the data innovation, online administrations, and purchaser gadgets ventures. In view of the organizational culture, this business condition works with the satisfaction of ATW corporate mission and vision explanations. Through the authority of Steve Jobs and, presently, through the administration of Tim Cook, the company keeps on improving its social qualities to amplify human asset support for business pertinence in different business sectors all throughout the planet.

ATW shapes its corporate culture and uses it as an instrument for key administration and achievement. Through its corporate culture, ATW Inc. fortifies its upper hands against different firms in different enterprises. The company goes up against data innovation firms like Samsung, Google, Amazon.com, Dell, Lenovo, Sony, and PayPal, just as IBM and Intel. These contenders force a solid outside power that impacts vital administration among firms in the business, as delineated in the Porter's Five Forces investigation of ATW”. Thus, social characteristics should support vital upper hands through the labor force. The company halfway accomplishes this essential target through its organizational culture

Productivity: The innovative, adaptability and flexibility culture at ATW pushes their staffs to think above and beyond the box, pay extra attention to the most seemingly insignificant details, and produce nothing short of exceptional products that is the first of its kind. ATW’s drive for excellence also settles in the mind of the employees that every product and its design

must be unique, which drives them to see, work, think and produce the best possible product so long as technology says it is possible.

Job Satisfaction: ATW's culture of cross-collaboration with every single team in the company achieves job satisfaction for the employees because by involving everyone in the decision-making process, they make their employees feel like an important part of their innovative journey and product, which is a priceless feeling that every consumer wants to have. ATW's drive for excellence and innovation also motivates their employees by pushing them to be masters in their industries because at every point in time, the culture of excellence that ATW lives by drives their employees to seek out the latest knowledge in the required fields.

5.2 Proposals of the Organization Values

Well in the present time employees are the genuine resource for the organizations and in the event that a worker is dealing with their pressure gravely, this isn't right. I feel that the association ought to be answerable for engaging the pressure since it's the employees that buckle down for the associations to draw out the best in them, take work from them and make them endeavor to accomplish the ideal yield so it ought to be the risk of the firm to oversee pressure of their employees as they work for the improvement of the association and this ought to be executed from one side of the planet to the other.

Contention is only that employees give their best in work for advancement of the association and if organization and associations will do exercises and occasion that will decrease the pressure of employees then the employees will feel inspired and will fill in as a persuasive factor. Job of individual in managing pressure is to make themselves away from work at whatever point in home, overseeing individual life in a superior way.

Job for director in managing pressure is he should design activities and occasions that will eliminate pressure from employees and job of association is, they ought to contribute their however interaction for decreasing pressure and should enlist gifted administrators and HR that can oversee pressure of employees. The issue of who should be responsible for dealing with work stress—the individual or the organization—is an important one. What do you think? What are your arguments for and against each position? What is the role of the individual and what is the role of organizations, and managers in dealing with stress? In my opinion, both the individual and the organization should be equally responsible for dealing with work stress, whether it concerns preventing stress from happening in the first place or managing stress when it comes.

Organizations have a crucial role to play when it has to do with designing the work environment and designating responsibilities such that there is still room for relaxation and breaks in between. Managers or executives should pay attention to red flags like absenteeism problems, reduced performance, drug abuse in the work environment, hostility to colleagues, the decline in quality of overall production, and failure to meet up with monthly or quarterly targets in organizations. The management can also create a system that encourages support between colleagues and from senior colleagues to subordinates, encourage open communication, sets realistic goals for employees, maintain transparency at all times, be receptive to feedback at all times, promote collaboration between colleagues. The organizations can also design wellness programs and workshops to train employees on how to better deal with stress.

When it concerns the individual's effort to deal with stress, it is a conscious effort that involves actions such as meditation, biofeedback, relaxation training, and cognitive techniques. For these actions to be effective, they have to be habitual and proactive, i.e. done at intervals rather than wait till the individual is burnt out or is in a critical state like depression. Every

individual has to be attentive to their psychological, emotional, and behavioral health, decipher the activities or situations that are most likely to induce stress, and either avoid it or find a way around managing the situation. It's also important to learn about the boundaries and/or stressors that are peculiar to the individual and live by them, without trying to overachieve or yield to unhealthy habits at the detriment of balance, rest, and equilibrium. At the end of the day, every individual has some level of autonomy over themselves, actions, job choices, and situations. It's the reason why I believe that individuals are in a better position to handle stress because they would bear the grunt of it at the end of the day. The management of an organization can do all they like to intervene but, if the individual in question is lackluster or indifferent about his mental, emotional, and psychological balance, stress is most likely to hit when it is least expected.

The pace of globalization and the always changing nature of pretty much every human association and the side-effects of these connections is a pointer to the motivation behind why supervisors need to apply the ideas of hierarchical conduct as it mirrors the whole: input-measure yield cycle, interrelationships between the association and its outer climate and the phase of the association's life; to be fruitful as well as to flourish in any specialty or industry. Since authoritative conduct as an idea is multidisciplinary, execution situated, in light of perceived disciplines, is application arranged and has a humanistic methodology, it will undoubtedly be dynamic and would continually be tested by interior and outer powers like: the adjustment of client requests, examples, inclinations and purchasing conduct, changes in market structures, changes in aggressive powers, changes in political, financial, social, innovative, natural and lawful market influences and the progressions in the cosmetics, requests, and needs of labor force, chiefs need to reliably focus on patterns, escape clauses, persuasive components, activities, inspiration, etc. Another significant piece of authoritative conduct as it applies to the

achievement of directors understands the elements of individual execution, which has demonstrated to be an essential for successful administration. Singular variables (like pressure, rewards, singular contrasts, singular inspiration, and rowdiness) and relational elements (power, governmental issues, intergroup conduct and struggle, authority) should be considered, examined, comprehended and refreshed as the need emerges. Applying hierarchical conduct will keep administrators side by side of the powers that shape the board as training, which are: speed of progress, force of HR, globalization, mental agreements, variety and innovation. It additionally empowers them to viably deal with the cycles that oil the activities of the association, they are the: correspondence measure, dynamic interaction, and administration interaction of each subunit of the association.

6 Self-Reflection and Self- Management

6.1 Three Personal Behaviors

The three personal behaviors are the following.

Productivity- Leveraging diversity can impact productivity. The competitive advantage of many US companies is hiring the best talent worldwide regardless of race, religion, sexual orientation, and others. However, a mismatch of diversity can have a negative impact on productivity.

Job Satisfaction- When diversity is managed properly and everyone feels welcome, they are more satisfied with their work environment

Turnover and Absenteeism- Individuals in a hostile environment where they are not respected and treated fairly due to diversity differences will leave the organization

Diversity refers to those attributes that makes people different from one another. Every human being has distinct traits that make him/her different from the next person. There are

different dimensions to look at when talking about diversity and they include stable/primary ones like age, ethnicity, gender, physical attributes, race, and sexual/affection background etc. there are also changeable/secondary dimensions like educational background, marital status, religious beliefs, health and work experience. It is very important for managers to understand and manage diversity in the workplace because most places of employment today are flooded with people from a variety of backgrounds and an understanding of how to manage such diverse people is needed in order to get maximum benefits of its advantages such as better functioning teams, happier employees, and on top of that, more revenue.

There are several important benefits to be gained from committing to diversity and creating a culture of inclusiveness, these benefits are outlined below: A coming together of people from diverse backgrounds brings a platform for enhanced decision quality, as board members, employees and managers from diverse backgrounds can bring a wide array of experiences perspectives and information networks to help with complex problems that might arise in the day to day running of an organization.

As the population of the US becomes increasingly diverse, it means that organizations in the country will have diverse customers, thus creating a need for employees that can cater to the different demographics that makes up their customer base. A diverse workplace can serve as a reflection of a diversifying world and it will go a very long way in helping teams become better attuned to the many needs of their customers. Company products and policies can also be improved by tapping the creative, cultural and communicative skill of their employees from diverse backgrounds. This will help the company move forward and promote inclusivity among members of staff. If managers can get a full grasp of the importance of diversity management in the workplace, it will help their various companies on many fronts as discussed above, it will

lead to greater employee satisfaction, as the employees will feel understood and appreciated, there will be an enrichment of corporate culture and a positive company image that will attract top talent and high potential associates. Managers need to communicate with all employees in a company. Hence, it is necessary for them to understand the behavior of organizations. This helps them to know the behavior of the employee as an individual and also in the group. Since the manager wants to effectively polish up the work that has been done, it is important to him to motivate the employees as individuals and also as a team to work effectively and efficiently. A manager needs to know his employees well. Organizational behavior is about human behavior in a company that helps you understand individual behavior. This is how you can manage them effectively. If you don't understand the behavior of your subordinates, it becomes difficult to deal with them. The workforce is the most important asset of an organization. Hence, a manager needs to create a good work environment in order to keep them. The concepts of organizational behavior are very helpful in creating a great work environment.

Hence, it is important that the manager has a good understanding of organizational behavior. The overall use of the organizational behavior is invaluable a must have for the humanity & work place. One can never understand or overstate the imperative use of consistency, agreements & uniqueness. Why as we want leaders and the organizational effort through management to be motivated to care, learn & to always be culturally adaptive in business ethics with the organizational behavior to eliminate the perceptions. Carry the team approach, I think if we work more closely together the perception becomes a foregone conclusion; when we respect, trust and honor our fellow man and woman equitably. Such as equal pay, fair rights, honor & equality & then be influential leaders. It matters to have common appreciation in our core ethics & by doing this managers will appreciate; and give more to the

workers who work tirelessly to be a part of this job their livelihood deepens on as a commitment and time (Miao Fan, 2008).

6.2 Reasons and How They Can Be Eliminated

A generation of today must focus on ability, skills, and diversity so hard work is not undervalued. Today so many people don't get chances, the right chances are earned to mental ability, and diversity assists values equality through performance. As on one's background shapes them to be committed. As others are shaped by their experiences as I felt the same way in many views as I didn't always win everything properly, but it makes us a better person through life's learning and experiences. Also, it's not about what kind of person you become from the MBTI, but it shapes your view of what's your perspective is of who you are true in a personality values you believe in and allows you to grow further. But it is not a bad thing, as your heart is the dedication & commitment in what makes us all different; just be your best. The OB is a guide for managers to observe, and it's your mental help guide.

To motivate us to be aware, stronger, and more open-minded, in how we are addressing the work roles we all see in some form to participate in. Great post you voiced. Individual behavior is the approach in which people fluctuate with one another. Every member of a company has their own behavior. It is important that managers understand male or female variations as they affect employees' feelings, thoughts, and behaviors. Individuals have different variations at work, such as certain personalities, values, emotions, and moods. When new employees join the company, their stable or temporary characteristics influence their behavior and performance. In addition, companies hire people in the hope that those people will have the right skills, abilities, personalities, and values. It is therefore important to recognize the character traits that are reminiscent of the behavior of employees at work. When recruiting, agencies are

fascinated by assessing at least two types of aptitude. The correspondence between a person and an organization refers to the extent to which a person's values, personality, goals and various characteristics shape that of the organization. The healthy worker is the degree to which a person's skills, knowledge, abilities, and various qualities match the demands of the job. Therefore, any proactive and innovative person can also be an ideal partner for a company in the high-tech region that would benefit from taking human risks, but also a negative partner for a company that rewards predictable events and behaviors. This compelling fact is necessary for managers because of their ability that managers cannot manipulate all employees on their team in the same way. Help managers understand what motivates a person. Personality gives clues about the things a character likes to do and will do for free.

6.3 SWOT Model

According to my SWOT analysis I am a very passionate individual. I would always want a job, that has variety and to work on perishable skills and a talented organizational balance in my work

S INTERNAL STRENGTHS	
1	Adventure
2	Pricing and customer service
3	Code sharing with airlines
4	Social Media Promotion
5	Bilingual

W INTERNAL WEAKNESSES	
1	Lack of Experience
2	Poor Physical Promotion
3	Lack of Communication
4	
5	

O EXTERNAL OPPORTUNITIES	
1	Skills
2	Learn & Develop
3	Strong social media
4	Open to future job opportunities

T EXTERNAL THREATS	
1	Natural Disasters
2	Fall of cultural heritage
3	Less time for public relations
4	

Figure 5 SWOT Model

So, that I'm excited, motivated & contributive to the work efforts & personal accountability. Next, I would always have a set of checks and balances in my activities to ensure quality control in place to validate the productivity of outcome; nowadays most jobs require some accountability in task & the amount of work whether preparing a brief and or builds or an assembly line task is process quality. Seek ways through the HR department to aid the number of hours working to account for family support if one has, a medical issue that can be supported, like a disabled child, such as flex hours or telework. This way the health care home provider can assist more equitably. Reducing the amount of absenteeism occurring. And see if there are adequate childcare facilities available also. It's important to be informed of information, as a benefit to employee package compensation that can assist all staff can be consistently updated to support the employee also with personal and professional flexibility. Fourth, always build in a large amount of creativity to foster ideas and to bolster creative autonomy in ideas and work production if possible achieving high output and performance in highly skilled professions. Build in bi-yearly feedback on all tasks, build in a comment solution box and allow open ideas and

open-door policies to be driven from the bottom up to top management. Because the employees: as staff, are all key in their views, equal opportunities, and cultural diversity to shape bigger values and allow them to grow the business segment also. Sometimes the best ideas come from within any business, as a valued added effort in the job satisfaction, (Al-Hamarneh, 2004). Additionally, I would be most interested in the job enlargement, because of the number of new roles, skilled pay, and the benefits of a greater contribution to the team; I can assist to leverage my talents. As I think the enrichment comes, as a part of the routine job expectations of responsible management & obligations; a company has to take great professional care of its people. As a business dedicate to its growth & retain ability.

7 Personal integrity and reliability

7.1 Three Behaviors Contradict the Moral Integrity

Although related, abilities and skills are different in terms of their origin, how to manage them and their influences on organizational behavior. Abilities are generally inherent in an individual, and id often referred to as talent- often used to perform a physical or mental task. On the other hand, skills are typically acquired over time because of dedicating time and resources for the mastery of that interested skill. While both are valuable in the workplace, one requires more effort at expertise than the other initially. It is important for managers to understand the differences between skills and abilities, which of the employees have either of them, which of their employees are eager to enhance their skill and abilities, which of their employees are complacent with acquiring or updating their skills and abilities. Managers should also understand skills and abilities from the perspective of constantly working to improve the skills and abilities of their staff through corporate training, workshops, symposia, and any form of tangible/intangible investment in the mental or physical abilities and skills of their employees.

Finally, managers need to come to terms with the fact that not their employees are not expected to be good at everything. This will help them to not demotivate or drain their employees by setting unrealistic goals or comparing them to their colleagues. Rather, they can help them leverage their strength, as well as overcome the weaknesses peculiar to each employee.

20. To analyze the financial, social, and technical influence, if any, of such behaviors on the

7.2 Financial, Social & Technical Influence

On social level I think value judgment and status differences are the hardest to correct. As discussed, earlier value judgment is when the receiver judges the message before receiving it on the basis of his previous experience with the communicator or on anticipated meaning of the message. And it is not easy change decision or view point without listening to the other person. If one does not listen to or receives a message, how can he change perceive the message? On the other hand, status difference is another major barrier and the hardest to overcome. Most of the people value higher or equal rank people more that they value lower rank people not just in organizations but in real life as well. So, if one does not value a person that means he will not listen what he or she has to say which will create a permanent barrier to effective communication until that equal status is achieved by the communicator.

8 Personal communication

8.1 Personal Communication and the Effective Communication

I guess effective communication skills can affect the project. At every level of the listening process, there are obstacles to effective hearing (Yıldırım Yılmaz, 2006). Noise can obstruct or alter incoming impulses at the reception stage. Complex or abstract information may be difficult to link to prior experiences during the interpreting stage, making comprehension

challenging. Natural constraints to our memory and attention problems might obstruct remembering during the recall stage. Personal biases and preconceptions might lead us to block individuals out or believe we know what they're going to say during the assessing stage. Misunderstandings might occur during the responding stage due to a lack of paraphrasing and questioning abilities.

Barriers to effective communication that we discussed in chapter 13 are:

- Frame of Reference
- Selective Listening
- Value Judgments
- Source Credibility
- Filtering
- In-Group Language
- Status Differences
- Time Pressures
- Communication Overload

In our view, selective listening, value judgments, source credibility, filtering and status difference are responsible for the most communication problems. Selective listening is a type of selective perception where one only intake the information that fits to his emotional desires or experiences and block out the new information that is being conveyed. Value judgment is when the receiver judges the message before receiving it on the basis of his previous experience with the communicator or on anticipated meaning of the message. The receiver's trust, confidence, and faith in the communicator's words and behavior are referred to as source credibility. Whereas

filtering refers to the manipulation of message or information in order to get it perceived in a positive manner by the receiver. Lastly, status differences such as titles, offices, and carpets, might be interpreted as threats by those lower in the hierarchy, hence preventing or distorting communication (Ivancevich, Matteson, & Konopaske, 1990).

8.2 Shapes, Models, and Channels of the Personal Communication

There are number of different types of communication channels exist as listed below:

“Face-to-face conversations, Videoconferencing, Audio conferencing. Emails. Written letters and memos. Chats and messaging. Blogs. Formal written documents.” The organization also have to take care of their employees by making sure they are in the right frame of mind to carry out their duties efficiently, and they also have to protect the interest of the company so that there won’t a big loss to the company in the event of a mistake by the employee. This is where the manager comes in, since he/she works in the interest of the organization, a very effective manager will notice the stress symptoms exhibited by the employee, approach said employee and try to get to the root of the problem before going all out to educate and support the employee on stress management and all.

8.3 Communication Matrix

In communication, the validity of the message is tied to the reputation of the sender. If the receiver doesn’t trust the sender, he will view the message itself with skepticism or suspicion. If the sender is trustworthy, the receiver will likely believe the message despite her personal opinions about that subject. So in our case the communication is really important as one wrong statement can affect the company and the client very badly in term of formal legal documentation.

8.4 Three Wrong Scenarios of Communication

In other words, the trustworthiness of a communication, regardless of format, is heavily influenced by the perceived credibility of the source of that communication. Source credibility describes the sender's positive characteristics that affect the receiver's acceptance of a message. A manager's source credibility is based on experience, knowledge, and interpersonal skills. Managers who deal openly and candidly with employees will find it easier to solicit the kind of feedback that tells them whether their message has been understood.

8.5 Stakeholder Register

	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder name		C			D
Stakeholder name	C			D	
Stakeholder name			C, D		

Figure 6 Stakeholder Engagement Matrix

9 Leadership

9.1 Leadership model

Leadership models may be defined as “guides that suggest specific leadership behaviors to use in a specific environment or situation. In addition, they often use a graphic representation to show the required leadership behavior.” According to my opinion the leader of this project should be the one who can hold stress. Stress is the result of dealing with situations referred to as stressors. These situations could be work or non-work related, and for those situations to be the trigger of stress, it must be perceived by the individual to be a source of threat, challenge, or harm. It won't be a potential for stress if there is no perceived consequence.

Looking at who should be responsible for handling stress at the workplace, I'll say the onus falls on both parties to play their roles in the management of stress in a work environment. An employee can show signs of being stressed in different way; it could be mistakes while doing their job, frequent absenteeism, fighting colleagues, reduced quality of production etc. When these signs are being manifested, a manager that really knows his/her employees will detect something wrong in the way the employee is working and act accordingly to manage the stress before it gets out of hand

Individuals have a key role to play in dealing with work stress as does the organization. The individual is the person doing the job dealing with the stress when it comes up, the individual knows him/herself better than anyone else and should be able to notify the manager when job responsibilities is taking a toll on their mental health, and then steps can be taken to manage the issue based on their organizational rulebook in the handling and management of stress.

Most companies have programs targeted at identifying and helping their employees manage stress, so a good employee should know when he/she is stressed and seek for help. We can look at Simone Bile's, an American athlete, who withdrew from some events at the just concluded Olympics due to her mental health, there was a lot of positive and negative reactions to her withdrawal but ultimately, it was her health that mattered, and she paid attention to it in order to prevent an accident or jeopardize the chances of her team winning their contests. Extrapolating from Simone's situation, some employees will rather hide the fact that they're stressed at work maybe for fear of losing their job and in the long run, it negatively affects their work forgetting the fact that somewhere further down the line, if closer attention isn't paid to their mental health, worse could happen. In conclusion, both the individual and the employee

have a role to play in managing stress, and the manager also has a part to play. Creating a supportive work environment will go a very long way in helping members of staff when they're stressed. It is a very important decision. Decision making capabilities are highly differ from person to person based on behavior, attitude, understanding and institution. Decision making behavior is highly influenced by several factors like potentiality for risk bearing, dissonance, values etc. All such elements play a great role for an individual to reach at a decisive point.

9.2 Reasons for the Model

The reason I preferred this model is because it focuses on specific leadership behaviors and the use of these behaviors in a specific environment. Managers need to communicate with all employees in a company. Hence, it is necessary for them to understand the behavior of organizations. This helps them to know the behavior of the employee as an individual and also in the group. Since the manager wants to effectively polish up the work that has been done, it is important to him to motivate the employees as individuals and also as a team to work effectively and efficiently.

A manager needs to know his employees well. Organizational behavior is about human behavior in a company that helps you understand individual behavior. This is how you can manage them effectively. If you don't understand the behavior of your subordinates, it becomes difficult to deal with them. The workforce is the most important asset of an organization. Hence, a manager needs to create a good work environment in order to keep them. The concepts of organizational behavior are very helpful in creating a great work environment. Hence, it is important that the manager has a good understanding of organizational behavior.

9.3 Five Proposals for the Motivation Methods

Motivation can be looked at as “the underlying drives of individuals to accomplish tasks and goals.” This drive to accomplish isn’t an innate trait in every employee as companies need to have measures put in place to adequately motivate their employees to meet the goals of the organization. Motivation is a very important prerequisite that can help a company to retain their outstanding members of staff and also help them reach their full potential. There must be a need before someone can be motivated to do something. “Needs refer to deficiencies an individual experiences at a particular time (RGareis, 1991).”

If there is a particular need in a person’s life, it becomes imperative for that need deficiency to be reduced. This is where the motivation process comes into play, this motivational process is goal directed and these goals as regarded as attractive forces that make the individual feel motivated to embark on a process to satisfy a particular need.

There are many theories that have the common goal of attempting to provide explanations to how individuals can get motivated to accomplish a goal, these theories are divided into two approaches namely content and process approaches but for the purpose of this discussion we’ll take a look at the process approach and specifically equity theory. “The process theories of motivation are concerned with answering the questions of how individual behavior is energized, directed, maintained, and stopped (Mian Ajmal, 2020).” The expectancy theory was propounded by Victor Vroom and it posits that most employee behaviors are voluntary and thus motivated. From a managerial perspective and with the purpose of increasing employee productivity, I’ll meet the effort to performance expectancy by making sure that various tasks in the work areas are assigned to adequately qualified members of staff and I’ll make sure they undergo training programs to bring them up to speed with updates and developments as needed

for their job descriptions. It is very important for employees to believe they have fair and impartial managers in their various departments, managers that notice and acknowledge their performances, thus it is vital that the performance to outcome expectancy is met, and as a manager, I'll make sure my employees are adequately rewarded for their performances as this will spur them on to do even more. As a manager, it will be quite tricky to cater to the individualistic preferences of all members of staff when it comes to valence and desired outcomes. It will be quite easier if the company already has (attractive) incentives put in place for every worker with high performance. These incentives might be bi-yearly pay raises, coupons, vacation packages etc. The outcome of these incentives might not be a hundred percent positively valet, but they'll have to come as close as possible in order for the employees to keep feeling motivated enough to do their jobs and keep meeting the company's goal and objectives. The expectancy theory puts forth the premise that employees will put forth an amount of work and commitment equal to what they expect to receive in return. Commission compensation structures leverage this theory by allowing employees to earn as much money as they desire, completely based on their job performance. Making sure that employees always expect future pay raises and potential job promotions can keep them working hard to achieve personal goals. If employees expect little compensation and no growth opportunities in return for their work, they may put forth only minimal effort until they eventually look to a new employer for new opportunities.

A manager can successfully apply Vroom expectation theory to the work environment to motivate employees. The theory holds that people are motivated to try harder when they learn that their efforts lead to better results, better performance, and that they will be rewarded. In short, motivation is a product of valence (the value placed on achievement or reward), hope

(efforts that pay off in achievement), and instrumentality (achievement associated with rewards). A manager can motivate the employees by making the processes so transparent that the relation between efforts, performance and rewards is visible for all. There are a number of ways in which the efforts can be linked to performance (such as efforts put by a customer care executive resulting in high ratings), and the rewards can be linked to performance (such as all executives having a month end star rating of 4.5 and above getting a free all-expense paid trip to nearby resort town). By doing this, the manager will motivate more and more employees to perform better by putting in higher efforts and earning rewards.

10 Teamwork

10.1 RACI Model for Three Administrative Measures of the Project

The RACI model brings structure and clarity to describing the roles that stakeholders play within a project. The RACI matrix clarifies responsibilities and ensures that everything the project needs done is assigned someone to do it. The four roles that stakeholders might play in any project include the following:

Responsible: People or stakeholders who do the work. They must complete the task or objective or make the decision. Several people can be jointly responsible. If not responsible then there would be lack of management issue which will lead to poor decision making and in our company decision making is a vital factor.

Accountable: Person or stakeholder who is the "owner" of the work. He or she must sign off or approve when the task, objective or decision is complete. This person must make sure that responsibilities are assigned in the matrix for all related activities. Success requires that there is only one person Accountable, which means that "the buck stops there." If more than one is

accountable than the blame game would start and none of the task would be done in a proper manner especially when managing the tourist as it's an expensive task.

Consulted: People or stakeholders who need to give input before the work can be done and signed-off on. These people are "in the loop" and active participants. Consultation is really important for better decision making as more ideas will lead to better decision making and this will satisfy our customers.

Informed: People or stakeholders who need to be kept "in the picture." They need updates on progress or decisions, but they do not need to be formally consulted, nor do they contribute directly to the task or decision. Everything need to me informed to our clients is they satisfaction is the key feature for the success or tourism industry.

11 Conflict and Crisis

11.1 Conflicts and Crisis

Any organization can face conflict and crisis tourism industry also faces many conflicts. It is the job of a leader⁴ to manage conflicts. Bob Iger assumed the position of CEO at a critical time in Disney when the company was in dire need of a revamp both sides of the shareholders, board members and consumers who seemed to have taken a dislike to its recent creative works and the discouraging revenue figures. As this took place 15 years ago, the same cannot be said of Disney today as Iger approach to leadership was assuredly the catalyst that led to the fruition of his strategy. His brilliant management techniques have not only improved Disney's ability to charm kids all over the world but have also prospered the company financially.

To pull the kind of stunt that he did, Iger had to wear the cap of captain, chief strategist, executioner, and leader (to mention a few). He was in the habit of succinctly stating daring

mandates and holding the hands of employees to smash goals which seemed unattainable before now. He had the knack for articulating priorities in the most comprehensive and consistent forms such that it was difficult for any team member to lose sight of these goals even if they tried. He also allowed the clearly mapped objectives to inform the decisions of every team player, while encouraging creativity and innovation with the clear goal in perspectives, as he acknowledges that there are diverse ways to attain a goal. His flexibility and open mindedness helped immensely when Disney was face to face with intimidating challenges. In his book: *The Ride of a Lifetime; Lesson Learned* as the CEO of the Walt Disney Company, Bob Iger explained that there is more to management than viewing it as some type of formula (Stephanie Denning, 2019). He further explained that in dealing with different creative personalities, everything is distinct or individualized, as nothing is out rightly right or wrong in most scenarios, and there are more ways to arrive at a destination than one can imagine. Contrary to what was seen with most bosses, Iger proved that it is possible to be a virtuous individual, yet a fiercely competitive boss and believes that integrity is an invaluable asset to wield as an individual who leads a multitude of people from diverse backgrounds. He has a penchant for values like mutual respect, loyalty, optimism, courage, focus, decisiveness, fairness, thoughtfulness, authenticity, integrity, curiosity, and a relentless aim for perfection. He reiterates that regardless of how much achievement he has to his credit, he tries in every way to never lose his self-awareness even though everything and everyone reminds him of his power and influence. His innate belief that everything will pan out positively, his ability to communicate that to his team through words and actions and his humility in choosing not to operate from a place of self-preservation and intolerance sets him apart from others and has preserved Walt Disney Studios for more than a decade (Stephanie Denning, 2019).

11.2 Three Expected Scenarios

- The first scenario may be the eventual arousal of covid-19 5th wave.
- The second scenario would be any terrorism activity.
- The third scenario of crisis would be the eventual economy crisis faced by the company.

These three crises can affect this project.

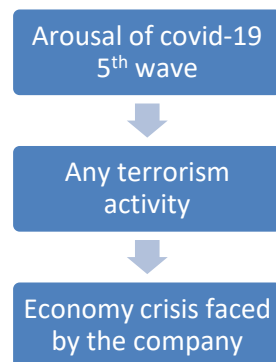
11.3 Optimal Strategies

For managing this conflict a vice and dedicated strategic management leadership is needed. As a manager of the association, I would utilize my ability, knowledge and experience to acquire force and authority. My sub-ordinates would require my direction on issue. What's more, this would imply that they would be subject to me for taking any basic choices. However this is contrary to the standard of assignment of force, it is being utilized broadly by managers to hold the position and force with them. This is an impediment for decentralization and worker strengthening. However, managers deal with their colleagues, cycles and generally division utilizing this procedure. There are various types of risks,

1. **Functional Risk** - This is the risk that the purchased product or service will fail to function as expected. Consumers will react to this by having a mechanism if such incident occurs. For example, customers always like to buy products with warranty. If a product exists which have same features and benefits but if the one product has a longer warranty period, the customer will choose that product.
2. **Social Risk** - This risk is something which the buyer doesn't need his companions to think about him buying this product/administration. Here, the customer will respond by utilizing mysterious method for purchasing or utilizing the product/administration.

3. **Physical Risk** - Here the purchaser fears the actual mischief the product is probably going to cause. For this situation, the purchaser additionally buys wellbeing hardware to secure him against the likely actual damage.
4. **Time Risk** - Here, the purchaser is vigilant with regards to the time he needs to spent while buying the product, for example lines at shopping market, store and so on Customer dodges this risk by purchasing on the web or from a specialist.

11.4 Root Cause Analysis



Root cause analysis is "a method of problem solving used for identifying the root causes of faults or problems." By shaping definable accommodations, building, and shaping processes in place, always leaning towards a joint compromise; extensive problem-solving practices & leveraging collaboration. Keeping mindful conflicts are derived from others not seen other views and appreciating other angle aspects of communication. As conflicts are inevitable, but at least strive very hard to ensure and making all parties feel at ease and comfortable with internal and external conflict resolutions. Companies have to operate ethically and be conflict-free; they have legal obligations to consumers to work internally to build cooperative teams and ask for much more of their internal leader influences and obligations. Build a competent execution and comprehensive management team, led by example to advance our business depth and our choice

to buy and have a set of choices Shape Cultural Staffing centralized, with exemplary core competencies and mission advocacy in all HR processes Ensure your business model has a foundational structure of the process, mechanics, & the highest model of Best Practices; defined by control measures and governance reliability Defined agility in the force modernization that is an adaptive business to instill technology.

12 Resourcefulness

12.1 Distribute the Human Resources

Being the project leader it is the duty of leader to assign this task to human resource department to allocate individuals according to their expertise in the desired are of this project.

Person	Designation
Worker 1	Manager Finance
Worker 2	Sale Manager
Worker 3	Marketing Manager
Worker 4	Audit Manager
Worker 5	Supervisor

12.2 Conducting Crashing and Fast-Tracking Process

Fast-tracking is a technique “where activities that would have been performed sequentially using the original schedule is performed in parallel.” Crashing is “the technique to use when fast tracking has not saved enough time on the project schedule.” for this projects both techniques has been used.

13 Negotiations

13.1 General Rules

It is a two way process between leadership and stakeholders. In this project negotiation is needed towards employees or towards stakeholders regarding budgeting, finance and salaries. I like to think of this as staff monitoring without crashing the car sort of mindset. To build in on the uses of training, management counsels & then the use of online training of legal compliance activity training. And the last perspective is to showcase the use of client relationships and ensuring the perceptions are understood and the accountability of actions reflects on the business is fully a real perspective to what people see. Again alleviating the misconceptions of the halo theory. Have respect, honor, dignity & consideration of others, and always be ethical in our values so we can be consistently cognitive and have a professional candor about who we are. The low levels hurt business productivity and impact the organizations. We all rather not have dysfunctional activities but rather have functional high-performance initiatives that create and leverage our skills, success & business model areas. For this reason, we must have defined practices, strategies, and reduced threats that maintain resilient work strategies to increase Intergroup and Organizational performances. Thus, a key is to stay ahead of the changes and balance the rhythms of leadership. Get smarter, but don't rely on being the smartest; as management needs positive peace, motivations, social harmony; & no negative voices of influence or conflicts internally. Build positive changes and be influential with goals in how we shape our solutions, promote peace, via reduced conflicts, (Al-Hamarneh, 2004).

13.2 Two Negotiation Plans

We should never be displaying ineffective in adequacy efforts, but not caring for others or being considerate and not acting revengeful like sometimes our anger get the best of us in

tempered situations as we are dealing with feelings and emotions in principle. But the thing that occurs most often is the power-grabbing over others, its best to work with all staff and be understanding and kind, but always approachable at least open to being approached. We don't need attention seekers this is an area that mistrust & resentment occurs. This is where it builds up for people to make rash decisions and bad behavior occurs most often. These are the variables and it's best to have a controlled approach also. Is the exception in seeing misbehavior occurs often or occasionally, but is another form of misbehavior not taking the work fully for its value & actively engaged by being prepared.

14 Project Design

14.1 Triple Constraints

Triple constraint mode is going to be used to define the three most imperative restrictions that might impact our proposed tourism company.

1. **Cost:** The first and foremost constraint is cost which cannot be neglected at any cost because without the availability of adequate financial resources it will be quite difficult to establish a leading tourism company in KSA to cater tourists from all over the world.

Different types of costs are involved in establishing ATW Tourism Company, such as:

- administration cost
- transfer cost
- accommodation cost
- travel cost
- Sightseeing and activity costs
- Marketing cost

- And miscellaneous costs.

All these costs are quite difficult to bear without any government support. In this regard, it is good to share that KSA government is now focusing to invest in infrastructure and entertainment industry (Abuhjeeleh, 2019). Administration has also allocated enough budgets to support the private tourism sector which implies that cost constraint for our tourism company is minimal.

2. **Scope:** Another important constraint to consider is scope. The scope of our tourism company is quite wider as we are intended to cater all the visitors around the world that come in different regions of KSA. ATW Tourism Company's scope includes:

- Transport
- Tourist activities
- Accommodation
- Tourism zoning
- Product development
- Advertisement and publicity
- Legislation and regulation

However, there are various other factors that can be included in the scope of our tourism company such as quality assurance of tourism facilities, research and statistics, institutional framework, etc. But these factors will require more cost that anticipated and take longer time period to include in our company's scope.

3. **Time:** Last but not least, time is the utmost thing to complete the project with minimal issues. The longer the time, the slower the success rate will be in this cut-throat competitive era. Different models can be used to illustrate the schedule of ATW Tourism

Company such as Gantt chart, WBS, etc. We have opted WBS to define the ATW Tourism Company's completion time for each task that will be discussed in detailed in the coming paragraphs.

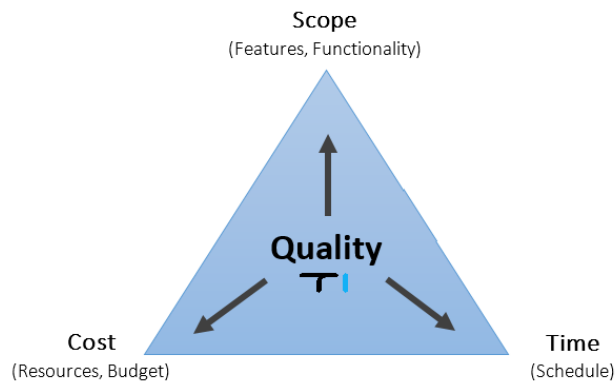


Figure 7 Triple Constraints

14.2 List of Project Success Factors

The methodology of project management in tourism as a driving force for social, economic and cultural change is considered as the basis for successful implementation of projects to ensure benefits for all stakeholders: tour operators, consumers of tourism projects, local communities and all companies involved in these activities. The list of project success factors that impact the ATW Tourism Company in short run includes;

- Leadership

- Networking
- Branding
- Skills
- Ambassadors
- Infrastructure
- Bidding.

Besides, there are various other success factors that might impact our project in long run, such as:

- Economy of KSA
- Environment at KSA
- Cultural and historical importance KSA
- Research and religious important of the country
- and Technological advancement

14.3 Work Breakdown Structure

A Work Breakdown Structure (WBS) is a hierarchical outline of the tasks required to complete a project. The WBS “breaks down” the structure of a project into manageable deliverables (RGareis, 1991). Each deliverable is assigned a task, or series of tasks that can be further broken down into subtasks to meet the needs of the project. The WBS of our tourism project is given below with five main tasks: Initiation, Planning, Execution, Control and Closeout. All these major tasks are then divided into manageable activities.

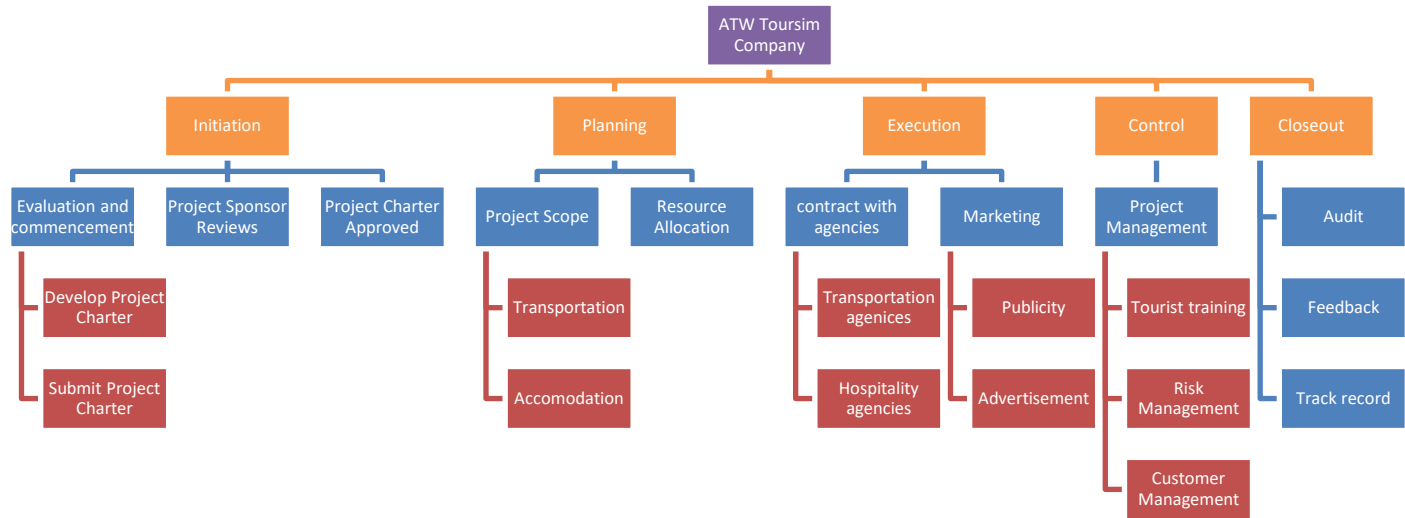


Table 3 Work Breakdown Structure of ATW Tourism Company

15 Requirements and Objectives

15.1 Requirement Traceability Matrix:

Here we are attaching the requirement traceability matrix for the website of our company that will enable us to eliminate errors and make it more customer friendly as compared to other tourism companies in the region.

ATW Tourism Company

BRD- Section	FSD- Section	Test scenario ID	Test case ID	Status	Defects
1- Booking Process	1.1- New users	001- Validate the "Book Now" feature as a new user	TC_newuser_01	Passed	
			TC_newuser_02	Passed	
			TC_newuser_03	Failed	Defect_01, Defect_02
		002- validate the "Book Now" feature as a already existing user	TC_newuser_04	Passed	
			TC_newuser_05	Blocked	Defect_01
			TC_newuser_06	Failed	Defect_03
			TC_newuser_07	Passed	
		003- For a new user in the "Book Now", check the guest customer option	TC_newuser_08	Passed	
		004 - For a new user in the "Book Now", check the Register option	TC_newuser_09	Passed	
	1.2- Existing users	005- Login to the Booking portal as an already a customer with Booking and check the information displayed	TC_Exist_User_01	Passed	
		006-Check the Booking whose status is "Sent for review"	TC_Exist_User_02	Passed	
		007-Check the Booking whose status is "Reviewed and Accepted"	TC_Exist_User_03	Passed	
		008-Check the Booking whose status is "Reviewed and deleted"	TC_Exist_User_04	Passed	
2- Ease of use	2.1- Ease os use	009-Check for a visitor if the information on the site is accessible in less than 3 clicks or not	TC_EasyUse_01	Passed	
		010-Check for a registered user if the information on the site is accessible in less than 3 clicks or not	TC_EasyUse_02	Passed	
		011-Check for a Travel and Accomodation agencies if the information on the site is accessible in less than 3 clicks or not	TC_EasyUse_03	Passed	

Table 6 ATW Tourism Company Requirement traceability matrix

15.2 Requirement Collection

In order to select the above mentioned two primary requirements for making our business related website successful, we used different collection methods.

- Identification of website Goals: Firstly, we established the goal of providing user friendly services to visitors from all around the world.
- Collection of design elements: The team through different tourism companies' website to analyze what features are more admired by customers and what are disliked.
- User observation
- Surveys via questionnaire and interviews

15.3 Hierarchal Structure of Objectives Connected to Strategy

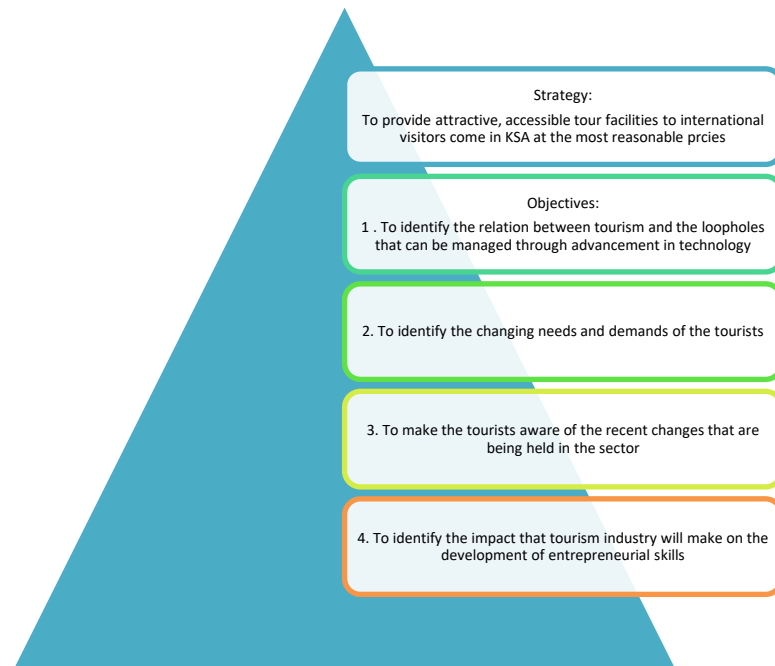


Figure 8 Hierarchal Structure of ATW Tourism Company's objectives connected to the strategy

16 Scope

16.1 Scope Statement

On technical level companies must be willing to make structural changes in order to remain competitive and relevant in an ever-changing environment. Individual employees, decision-making procedures at the organizational level, and global strategy at the business level are all affected by this type of change. Individual, organizational, and enterprise are the three layers of change management. Individual resistance, lack of leadership, prioritizing concerns, and unclear scope are the most typical hurdles to change management at each of these levels. There are strategies and approaches that may be used to overcome these challenges. Therefore, we are here developed scope statement of ATW Tourism Company to keep all the stakeholders align with the company's objective.

Scope Statement of ATW Tourism Company	
Project Name	ATW Tourism Company (Around The World)
Prepared by	Marwan Zaid Al-Refai, Mohammed Abdullah Al-Dar, Bandar Ibrahim Al Ahmadi, Khaled Ahmed Al-Ghamdi, Abeer Abdullah Ahmed Al-Qarni, Mohammed Ali Al-Qahtani, Moataz Abdel Fattah Al Saqqa , Abdullah Jafari, Abdullah Sultan Alshammari
Date	1 st October 2021
Objectives	• To identify the relation between tourism and the loopholes that can be managed through advancement in technology • To identify the changing needs and demands of the tourists • To make the tourists aware of the recent changes that are being held in the sector • To identify the impact that tourism industry will make on the development of entrepreneurial skills
Responsibilities	There are 10 founding members of this project and we divided 5 different job responsibilities in group of two members according to their skills and capabilities. These responsibilities are: 1. Promoting and marketing the business. 2. Dealing with customer queries and complaints. 3. Providing advice about visas or passports. 4. Recruiting, training and supervising staff. 5. Managing budgets.
Deliverables	1. ATTRACTION: The Company would manage to attract the tourists by accommodating them with attractive environment, historical festivals and quality food. 2. ACCESSIBILITY: The Company will be able to deliver good transport of quality infrastructure and high-end technology in the most cost effective manner. The travel mode can also be changed as per the choice of the customer. 3. PRICES: The pricing strategy would vary according to the travel destination,

	accommodation service. We will make sure to formulate the pricing strategy by analyzing the elements of the tourism product.
Constraints	We have already discussed three major constraints above out of which time and scope are more critical than cost. Besides, we divided tourism constraints into three categories: 1. intrapersonal 2. interpersonal 3. structural.
Risks	1. Natural disaster 2. Political issue
Stakeholders	1. tour operators 2. consumers of tourism projects 3. local communities
Resources	To execute our business we basically divided project resources into four broad categories 1. financial resources 2. personnel resources 3. Natural resources 4. Cultural resources
Time estimation	We are intended to make our company operation by the end of February 2022.

Table 7 Scope Statement of ATW

16.2 Scope Creep

Scope creep alludes to changes, nonstop or uncontrolled development in an undertaking's scope, any time after the venture starts (Mian Ajmal, 2020). As we discussed earlier, the scope of ATW Tourism Company includes various aspects such as travel facilities, accommodation, tourist or guide services, and marketing. All these elements at the time of start if not taken into account in details, they can incur more costs and time while executing the project. Ultimately, completion time will be extended. Therefore, scope is an important model to highlight those matters that might stem from the defined cost and cause difficulty in the future.

For example: we have decided to market our company by using contemporary advertisement tools such as billboards. However, during the recent pandemic people are not travelling outside their homes so they cannot encounter with such billboards. In this scenario, we must take into account some other solutions to this issue such as advertisement via internet or Tv Ads. In the same sense, the following chart described the scope of accommodation that might be extended to a great level if it is not fully evaluated and resulted in scope creep.

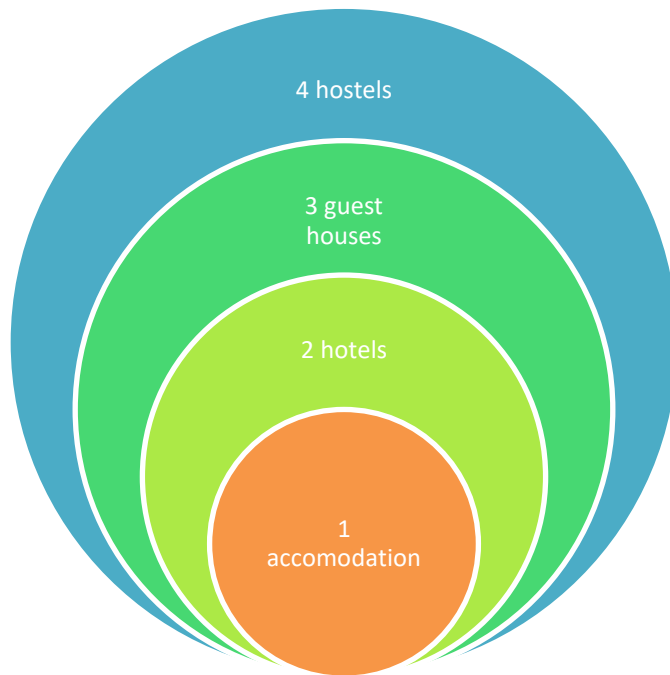


Figure 9 Scope Creep of ATW's accommodation

16.3 Product Analysis Management

Product Analysis for “projects that have a service as a deliverable, it is a tool to define scope that generally means asking questions about a service and forming answers to describe the use, characteristics, and other relevant aspects of what is going to be served (Josef Oehmen, 2014). In the following figure, we tried our best to provide answers to all the questions that have been asked in product analysis management.

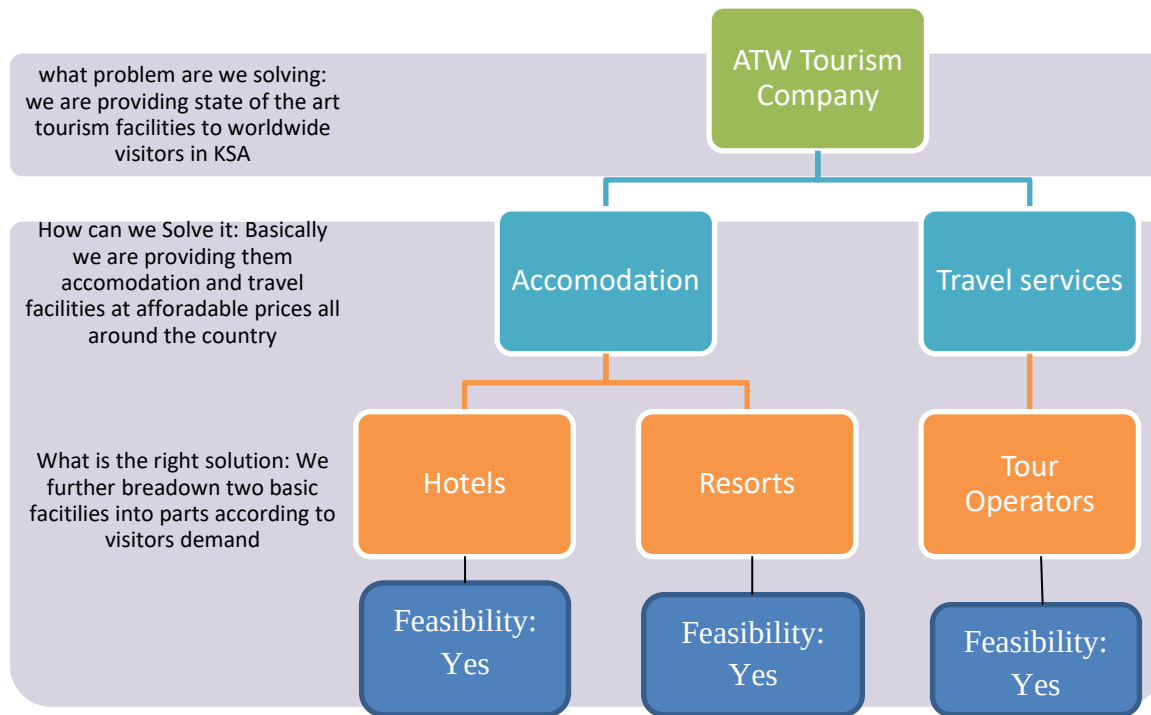


Figure 10 Product Analysis Management

16.4 Transformation of the work packages to work activities:

There is no denying fact that one activity or work package of a project is directly or indirectly related to the other activities and work packages of the same project. Without completion of first task, it is not possible to initiate the second one. let suppose, in ATW work break down structure the team has divided control accounts into 5 heads which are further divided into work packages.

Project charter can only be approved when it is submitted and it is submitted only after the development. In the same sense, when the project charter is approved, the company will move toward outlining the scope and allocating the resources. After allocation of resources, it will be decided which marketing tactics should be adopted that must not exceed the allocated budget. Once the company will become in execution face, then it must consider its management practices

from different perspectives such as personnel, customer services, and risk. Finally, after the execution and management of all the activities, the company will audit its performance in various ways such as, financial audit, customer feedback. After performing all these work activities, the company will finally be able to maintain its record for improvement in its services and overall business. Hence, it can be said that different activities under each work package can only be done when the first work package and its consecutive activities will be completed.

17 Time

17.1 Functions List

Evaluation and commencement	Project Sponsor Reviews	Project Charter Approved	Project Scope	Resource Allocation	contract with agencies	Marketing	Project Management	Audit
1. Development of project charter	-	-	1. Travel services	1. Financial resources	1. Travel agencies	1. Publicity	1. Tourist training	1. Financial audit
2. Submission of project charter	-	-	2. Accommodation	2. Personnel resources	2. Tourists	2. Advertisement	2. Customer service management	2. feedback
-	-	-	-	-	3. Hotels and resorts	-	3. Risk Management	3. Updated and archive files for record

Table 8 List of functions included in WBS

17.2 Relationship between Activities

Each activity is interrelated with other function. All these activities, mentioned above, are proposed to create a healthy environment for the customers of tourism industry. Marketing and publicity, booking of tickets, itinerary preparation, designing of tour packages, processing of travel documents, travel insurance, travel research, conducting tours. In other words, as already discussed only the completion of second activity (submission of project charter) under the first work package (evaluation and recommendation) can proceed other activities of ATW project

towards completion stage. For example: without allocation of personnel resources, the activity of accommodating visitors cannot be accomplished. Hence all the activities under each work package are interrelated with each other and one cannot surpass one activity to complete another one.

17.3 Logical Diagram

The following logical diagram connects all the above discussed activities and defined that the critical path with red highlighted arrows that connect activities namely: A, B, C, E, F, H, and I

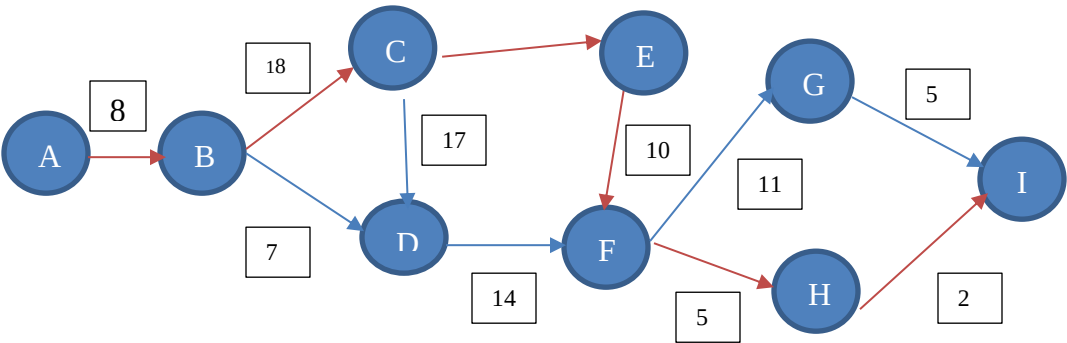


Figure 11 Logical Diagram

17.4 Gantt Chart & Milestones Chart

Task Name	Duration	3W	4W	1W	2W	3W	4W	1W	2W	3W	4W	1W	2W	3W	4W	1W	2W
Preparation	2 weeks	Marketing Team															
Specifications	2 weeks			Marketing Team													
Architecture	2 weeks					Planning Team											
Planning	2 weeks							Planning Team									
Detail Design	2 weeks							Planning Team								Planning Team	
Development	5 weeks									Development Team							
Test Plan	2 weeks									Planning Team							
Testing and QA	3 weeks											Development Team				Planning Team	
Documentation	4 weeks											Marketing Team					

Table
Gantt

Chart of ATW Tourism Company

According to this Gantt chart, in first 2 weeks company spent on planning then company started marketing then company planned about team then next two week will spend on the development of team. For this purpose we will do recruitment and train the staff. A Gantt chart is a project management tool assisting in the planning and scheduling of projects of all sizes, although they are particularly useful for simplifying complex projects. As it's in a bar chart format it is possible to check on progress with a quick glance.

18 Quality:

18.1 Deming Model of Quality

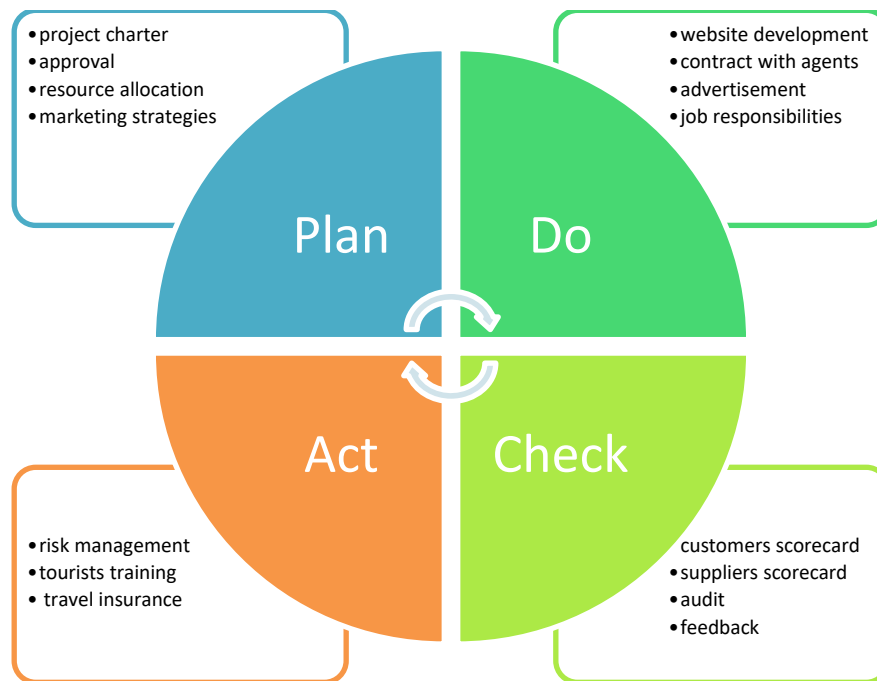


Figure 12 Deming Model

18.2 SIPOC and Fishbone Model

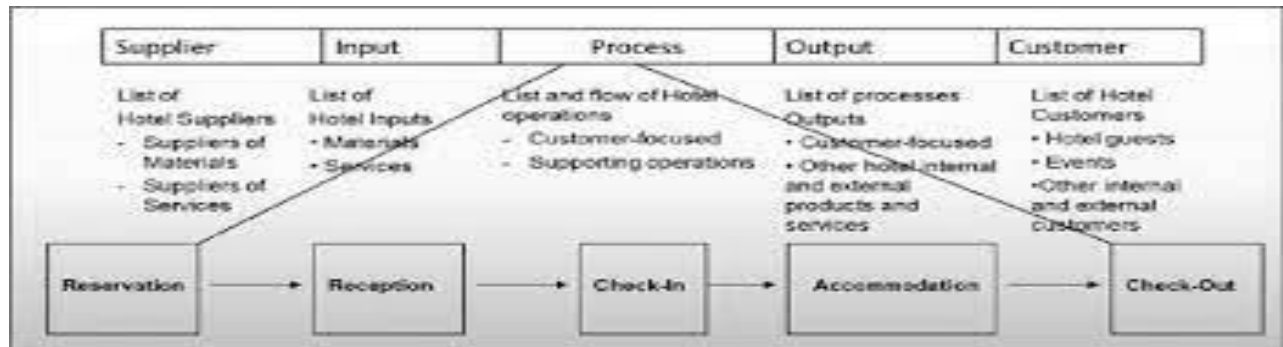


Figure 8 SIPOC Model

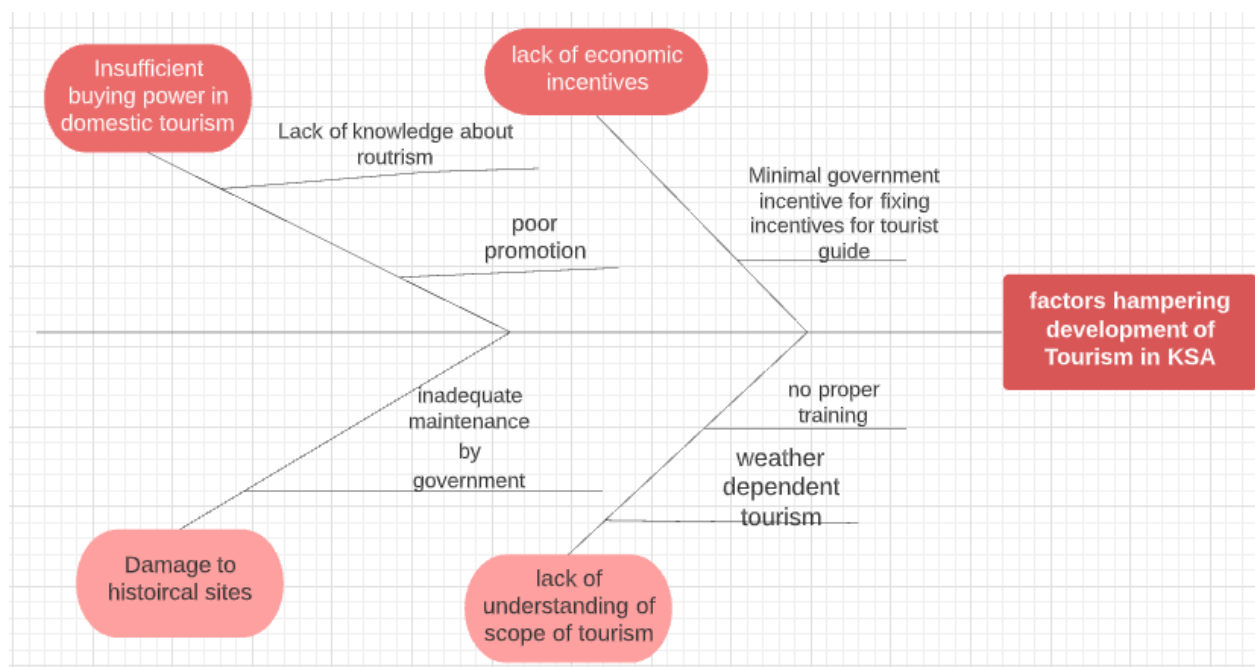


Figure 13 Fishbone Diagram

19 Finance

19.1 Cost breakdown Structure

The proposed budget of this project is 1.75 million SAR. The cost breakdown structure on the basis of WBS is provided below

Table 10 Cost Breakdown Structure

ATW Toursim Company (1.75 million SAR)

1. Initiation (50000 SAR)
 - Evaluation and commencement (2500)
 - Develop Project Charter (1500)
 - Submit Project Charter (1000)
 - Project Sponsor Reviews (1000)
 - Project Charter Approved (1500)
2. Planning (50000)
 - Project Scope (20000)
 - Transportation (10000)
 - Accomodation (10000)
 - Resource Allocation (30000)
3. Execution (1200m)
 - contract with agencies (800 m)
 - Transportation agenices (400m)
 - Hospitality agencies (400m)
 - Marketing (400m)
 - Publicity (100m)
 - Advertisement (300m)
4. Control (4m)

- Project Management (4m)
 - Tourist training (.5)
 - Risk Management (1.5)
 - Customer Management (2)
- 5. Closeout (50000 SAR)
 - Audit (30000)
 - Feedback (10000)
 - Track record (10000)
 -

19.2 Earned Value Management

Earned value management (EVM) is a task management philosophy that coordinates timetable, expenses, and the degree to gauge project execution. In view of arranged and genuine values, EVM predicts the future and empowers project directors to change in like manner (EunHongKim, 2003). In our case if the completed task our 20% which were predicted to be 50% so our EVM is $19m \times 20\%$ which is equal to 3.8 million dollars. Our expected earned value was estimated to be 8.5 million dollars as per 50% completed of project but due to only 20% our EVM decreased by 55% from 8.5 million SAR to 3.8 million SAR.

20 Resources

20.1 Leveling & Smoothing

Resource leveling out ignores dispensing assets and settling any issues from over or under-designation of assets for new undertakings (Jaejun Kim, 2005). In tourism sector most of the resources used are natural and weather condition and their leveling cannot be managed by the mankind. Cultural resources such as heritage and architecture are also an important resource for our company, but the leveling of this resource is required huge budget.

Resource smoothing is another task the executive's instrument for advancing your assets that changes the exercises of your timetable, so assets don't surpass the cutoff points currently pre-characterized during the preparation. The quantity of vacationers can be expanded by rationing social and strict locales, dispatching tidiness programs, limiting inner struggle and giving offices and security to them. Banking offices, promoting and different vacationers place ought to be expanded

20.2 Equipment & Tools

The most important tool in tourism industry is the transport which enables everyone to reach to the desired destination. Latest technologies have introduced in automobiles that are not only fuel efficient but also time saving. Such cost and time effective cars, SUVs, Buses and helicopters will be our primary equipment to provide memorable experience to our customers.

Adding to travelling equipment, other tools will also be required to monitor and manage the tourism activities which include development of website and other software such as Integrated Development Environment, Microsoft office, Workstation, and other related software.

20.3 Procurement Execution Process

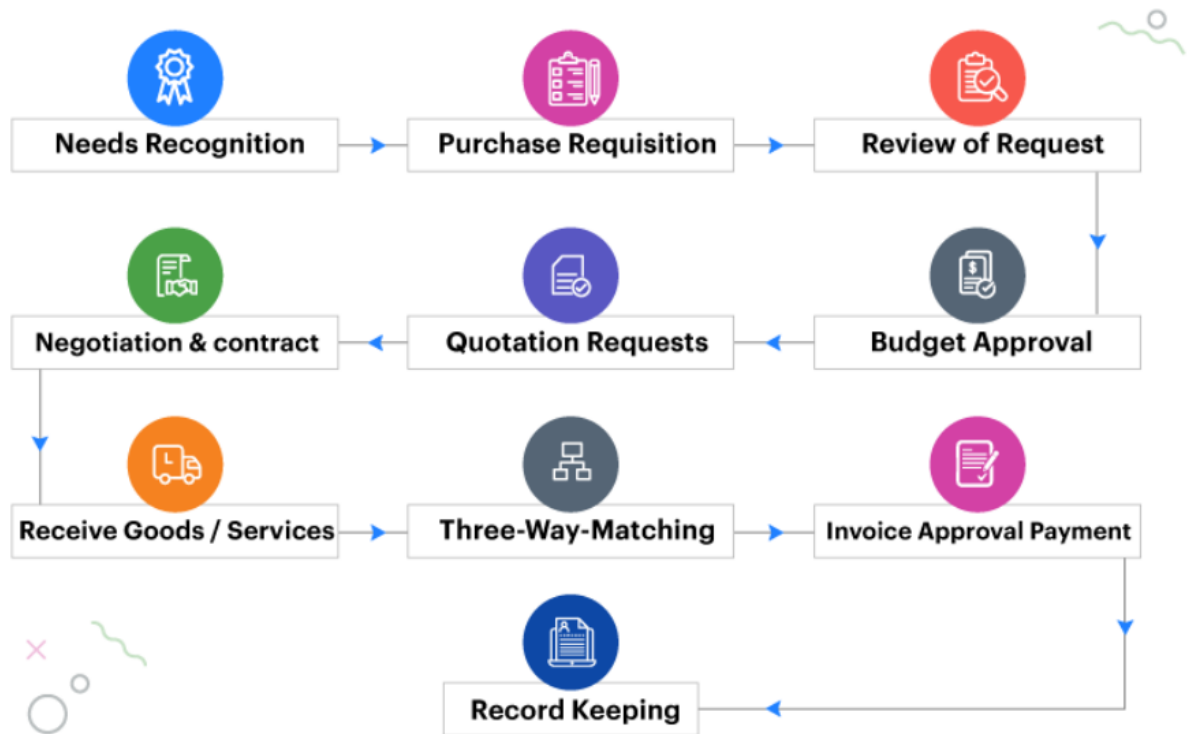


Figure 14 Procurement execution process

20.4 Contractor Selection

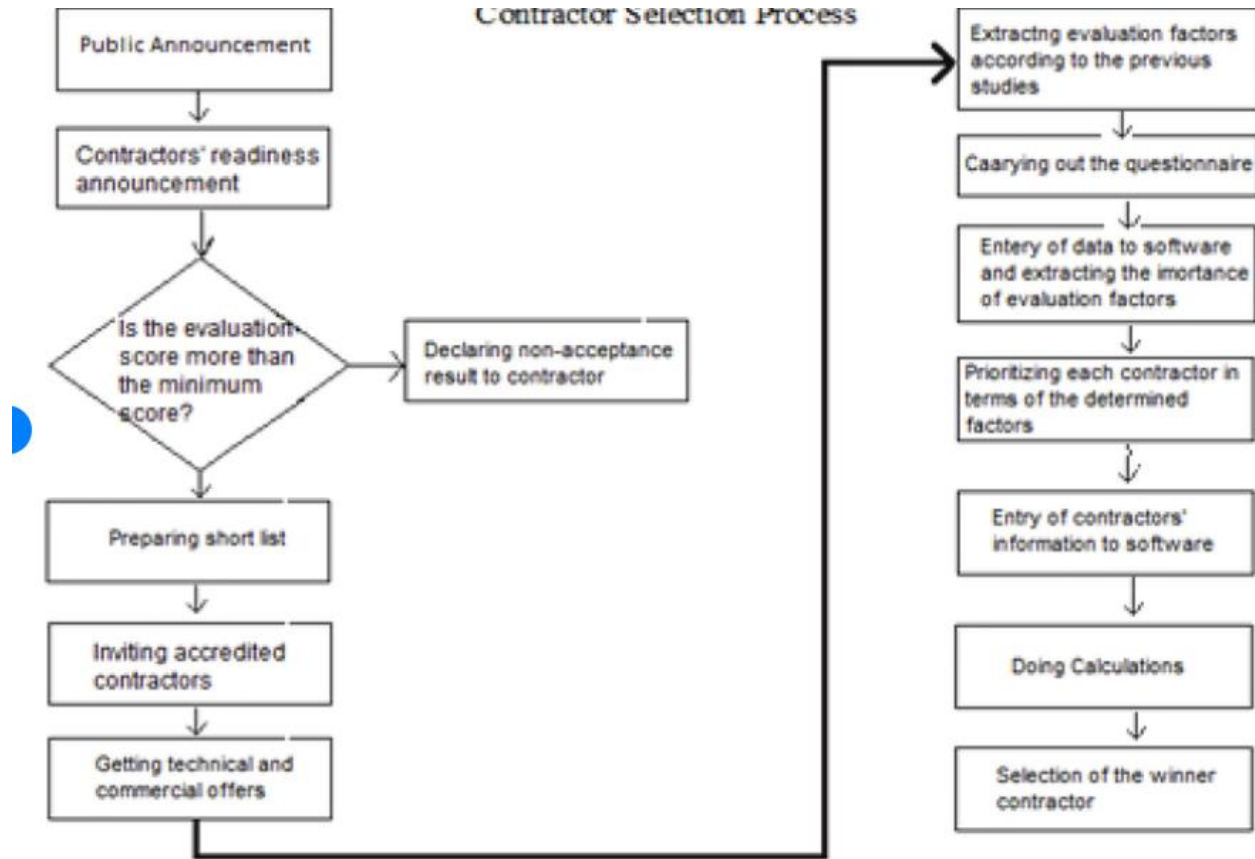


Figure 15 Contractor Selection process

21 Plan & Control

21.1 Agenda Invitation



Meeting Agenda

[Date]	
[Time am/pm] to [Time am/pm]	[Event name]
[Date]	
[Time am/pm] to [Time am/pm]	[Event name]
[Time]	[To add a row to any table, just click in an adjacent row and then, on the Table Tools Layout tab of the ribbon, choose an Insert option.]
[Time]	[Event name]
	21.2 [Presenter Name 1, Company]
	21.3 [Presenter Name 2, Company]
[Time]	[For quick access to any text formatting you see in this document, on the Home tab, check out the Styles gallery.]
[Date]	
[Time]	[To add a new table, on the Insert tab, choose Table.]
[Time]	[To quickly match the formatting of the agenda tables in this document, on the Table Tools Design tab, select the Agenda Table style that appears at the top of the Table Styles gallery.]

Apart from the above provided specimen of meeting agenda, the invitation for virtual meeting will be sent by email, writing the meeting's name in the subject title. The first paragraph will state the main purpose of the meeting. Time and date of the meeting will also be specified in bold letters. If it's a face-to- face meeting, the location with proper directions and a map will be attached with email.

21.2 Performance Measurement

Performance measurement is “the process of collecting, analyzing and/or reporting information regarding the performance of an individual, group, organization, system or component. Definitions of performance measurement tend to be predicated upon an assumption about why the performance is being measured (Yıldırım Yılmaz, 2006).” In our case the performance will be measured according to the number of customers engaged and how did the organization performed all in all while achieving its objectives.

Project Change Request Form

Tourism Industry				Click to Add Text	
General Information					
Request Number:	001			Date:	10 Dec, 2021
Name:				Phone:	
Project Name:	Tourism Industry Analysis				
Date Requested:	1 Dec, 2021				
Proposed Change					
Description:	New Pricing				
Reason for Change:	Increase in Taxes				
Business Partner Review					
Background:	Variation in prices				
Performance Impact:	Low				
Technical Impact:	High				
Schedule Impact:	High				
Budget Impact:	High				
Enterprise Impact (to other projects):	Low				
Requesting Project Manager Review					
☒	Approved	☐	Denied	☐	Approved with specific conditions
Title/Role:	New Prices				
Reason for Denial:					
Specified Conditions for Approval:	Only increase of 5%				
Signature:				Date:	

21.3 Change Request Model

22 Risk and Opportunities

22.1 Risks & Opportunities

There are various types of risks that can hamper the success of ATW Tourism Company. on the basis of extensive research the team has highlighted two major risks that might impact our project negatively.

1. **Natural disasters:** These include earthquakes, volcanic eruptions, tsunamis and floods, hurricanes and other extreme weather disasters, such as an earthquake or flood can damage the infrastructure of the area, like most of the historic places like mountains and adventure places get destroyed due to earthquake. In recent time, Covid-19 and its variant is one of the most significant threats to tourism.
2. **Political issues:** Political unrest is common in developing countries, and they often have an impact on tourism such as increase in the local tax would increase the price of living affecting the tourist to visit less.

Beside these two risks, ATW can succeed by exploring different opportunities such as:

1. **Unusual Venues to Attract People:** Some places are really unexplored and people don't visit it but if it comes out with something unique or different it attract people and becomes the tourist hotspot easily.
2. **Saudi vision 2030:** The government of Saudi Arabia is resolute to become a Tourism Leader in coming decades and for it to happen, the country has already announced a substantial budget for supporting private tourism companies.

22.2 Risk Register

Risk ID	Description	Risk Owner	Risk Trigger	Risk Category	Probability (1-3)	Impact (1-3)	PI Score	Expected Result, No Action	Risk Response Type	Response Trigger	Response Owner	Response Description	Expected Impact of Response
	Description of the risk	Name of person who monitors the risk	How you know the risk is becoming an issue or has reached a point that requires action.	Group defines the types of risks (technology, financial, staffing, etc.)	Group sourced rough estimate of how likely this is to occur	Group sourced rough estimate of how significant the impact of this risk will be if/when it becomes an issue	Probability multiplied by Impact	What will happen if the risk becomes an issue and no action is taken	Decision made by group on how to respond to this risk	How do you know it is time to put the response into play	Who is responsible for initiating the response	What is the response	What do you expect will result from the response
Natural Disaster	There is a chance that the project cost will exceed the amount that the company has budgeted for the work.	Owner	When the actual cost increase the budgeted cost	Financial	3	2	6	Once the risk is an issue than huge funding is needed to overcome the issue as natural disaster destroy the area heavily	Accept	When the infrasture starts to renovate again	Stakeholders	Response will be positive as the place will the changed and almost new again	Positive results leading to higher tourism

Table 10 Risk Register

22.3 Qualitative Risk Analysis

		Likelihood				
Consequence		Almost Certain	Likely	Possible	Unlikely	Rare
	Severe	H	H	E	E	E
	Major	M	H	H	E	E
	Moderate	M	M	H	H	E
	Minor	L	M	M	M	H
	Insignificant	L	L	L	M	H

Table 11 Qualitative Risk Analysis

22.4 Risk Response Strategies

The team of ATW Tourism Company has adopted four R's strategy (Miao Fan, 2008) to respond different kinds of risks.

1 . Reduction	1.1	Crisis Awareness
	1.2	Political awareness
	1.3	Standard Operating Procedures
2. Readiness	2.1	Crisis Management Plan
	2.2	Tourism planning
	2.3	Health and safety measures
3. Response	3.1	Emergency response procedures
	3.2	Investigation
	3.3	Family assistance
	3.4	Communication
4. Recovery	4.1	Business Continuity Plan
	4.2	Human Resources
	4.3	Debriefing

Figure 16 Risk Response Strategies

The tourism industry operates in a dynamic environment that involves many interconnected sectors. As a result, it is constantly evolving and is particularly vulnerable to unexpected crises. Crises come in many forms, including health threats like the 2020 global coronavirus pandemic, natural disasters such as earthquakes and floods, political unrest and terrorist attacks. Such risks and crises pose significant threats to the tourism industry, destinations and tour operators working in the sector. In recent years, there have been several major crises, including the Easter Day bombings in Sri Lanka in 2019, and widespread political unrest in Ethiopia during the same year, both of which had a major impact on the tourism industry.

Crises can have a long-term negative impact on a destination both in terms of the destination's image and its visitor numbers. Planning for and understanding how to manage risk when a crisis occurs and deals with the issues that arise from unforeseen events are key to mitigating the negative effects of a crisis on your tourism business. Nevertheless, there is reason to be optimistic. Past events have shown that the tourism industry is resilient, and there is ample evidence that shows tourists are keen to resume travel to affected areas once the disaster has passed. Destinations and operators that have prepared well and implemented the best strategies to manage the crisis will be best positioned to survive the crisis and welcome visitors again as quickly as possible.

23 Stakeholders

23.1 Engagement Assessment Matrix

The Stakeholder Engagement Assessment Matrix is “a simple yet powerful project management technique to document desired and monitor actual engagement levels of stakeholders. It helps identify potential gaps in the involvement of stakeholders.”

	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder Name		C			D
Stakeholder Name	C			D	
Stakeholder Name			C,D		

Table 12 Engagement Assessment Matrix

24 Recommendations:

Keeping in account tourism-friendly government policies, it is recommended that ATW Tourism Company will further undertake different joint ventures and alliances with the world known giants in travel and hospitality sector in future. In recent project, the team only targeted international visitors that come to KSA; however, it is recommended that it should expand its business worldwide and cater the visitor in other countries too. For this to happen the company must shake hands with well reputed giants. For example: the company should undertake partnership with top 10 airlines around the world to provide best travelling experience to the customers. It is also recommended to contract with various five star restaurants within and outside the country to provide the customer customized accommodation at national and international level. Last but not least, the company should take the advantage of Saudi vision 2030 of improving tourism sector and ask the government to ease visa policies so that the number of tourists will be increased that would not only provide better income opportunities to ATW Tourism Company, but also help in improving the country's economy.

25 Conclusion:

This project proposal sheds light on all important details related to the tourism company. The business will be registered in Kingdom of Saudi Arabia and will provide tourism services to the visitors, travelers and the residents of country and worldwide. The global tourism industry is

estimated at around \$950 billion and Kingdom of Saudi Arabia accounts for around \$2,201 million in tourism (Al-Hamarneh, 2004). However, most of the revenue comes from tourism of religious places as this is a holy place for Muslims but, Saudi Arabia has much more to offer in terms of tourism as the country is rich in natural tourism spots and also, Saudi government has created a number of places worthy of visits. We would cash the opportunity by offering tours to different tourism spots in KSA located in different regions around the country.

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